



American Planning Association

Making Great Communities Happen

APA DIVISIONS COUNCIL

FY2014 ANNUAL DIVISION PERFORMANCE REPORT

DUE NOVEMBER 15, 2014

Division: City Planning and Management

Chair : Joseph Horwedel

1. Workplans and Budgets

The 2013-14 Workplan and 2014-15 Workplan are attached as Attachments A and B respectively.

This past year the City Planning and Management Division started the LinkedIn site and posted a number of articles of interest to CPM Division members. The site was closed to non members initially but was opened at the end of the year to try and increase activity beyond the moderator's posts. The lack of a social media coordinator has made long term maintenance difficult among the many other responsibilities for the Executive Board.

A new project for the FY 2014-15 is where the Board started discussions with APA corporate about the New Directors Institute overall structure and faculty composition. As a result in the 2014-15 FY the Division will assist in a new alignment between the previous New Directors Institute and the Managers Institute to reflect the needs of mid career planners, create a logical differentiation and to assist with the marketing for these two valuable programs. The goal is to market them in a targeted fashion using data from APA membership roles that can then be leveraged to broaden awareness of divisions and the CPM Division in particular. APA staff has been instrumental in the rethinking of the two programs.

2. Communications

The Division communicated with members in a variety of means this past year. It was a year of transition as 3/4 of the Executive Board changed jobs which affected the ability to distribute content that depended on resources from those places of employment. The Chair had started a transition program this year of creating Gmail accounts for the respective Executive Board positions and investigated digital distribution tools. During the job transitions, electronic copies of a number of the Division's documents and information were lost on the moves so some communications with members are not recorded in the below report due to the lack of documentation. With the transition to Mail Chimp, creation of a Dropbox account and the Gmail accounts a better historical record will be possible in subsequent years.

1. The Division published our Strategies Newsletter in April 2013. The Summer/ Fall edition did not get produced due to the job change of the board member who had access to desk top publishing capabilities at their previous employer.

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2. The web site has been updated to maintain newsletter updates, scholarship information and add content.
3. We did eBlast in November 2013, March 2014, May 2014 and July 2014. We also did an eBlast for the Airport Planning project in September 2014. We started using a electronic distribution tool midway through the year when the Chair retired and lost the ability to send bulk emails from work. With Mail Chimp we are now able to see how much our communications are opened and what items are followed up on with click tracking. We are seeing a 35 to 40% open rate for the eBlasts.
4. We created a LinkedIn site for the Division in October of 2013. We have currently over 100 members on the LinkedIn site. The site is not actively moderated due to the absence of a social media coordinator. Items are posted as time allows.
5. We did a survey of the Division members in October 2013 to assess their interest in a variety of topics and also their demographics. We received 26 completed surveys at the Survey Monkey site or about a 5 percent response based on our approximately 430 members. One humorous thing that was clear from the survey is that the respondents wanted to protect their privacy as none of the surveys included contact information to follow up on several offers to assist.

The specific areas of interest by the respondents were focused on many of the daily challenges directors and planning managers are focused on specifically managing the agency, helping improve the local economy and charting the long range goals for the community. The interest in land use regulation and process improvement we think are interwoven and also align with economic development goals.

Half of the respondents to the survey were the leader of their respective agency. One of the areas that we have looked at expanding is helping those who are contemplating a possible career as a Planning Director so they are prepared for that new set of responsibilities. The New Directors Institute has been a core service that the Division has provided funding for each year to achieve that goal but clearly that only touches a subset of the people who move into leadership roles each year. In the work plan for the year, we have identified conducting a webinar. Emphasis in these areas will be our focus.

In August 2014 we surveyed members to help with some of the recommendations being considered for the Planning Office of the Future project. We surveyed members' thoughts on equity and fairness. 186 of the members opened the survey and 28 actually took the survey.

6. Specific outreach for volunteer opportunities - none

3. Annual National Planning Conference Activities

The Division presented at the NPC a session entitled Give Change a Chance that looked at what we can do to be open to change in our professional careers and our communities and the positive opportunities that can arise. The session was moderated by our Vice Chair Charles Graves and included Speakers included Katherine Keough-Jurs, AICP, Senior City Planner, City of Cincinnati, OH, Wayne Leftwich, AICP, Community Planner, City of Greenville, SC and Tammara Tracy, Principal Planner, City of Indianapolis, IN. The session had approximately 75 attendees.

The Division also was responsible for the session for the Planning Office of the Future moderated by David Rouse and included Joseph Horwedel Task Force leader and Chair of the Division, Mitchell Silver, and Lucas Lindsey. The session represented major themes of the Task Force's work and included an extensive Q&A session to gather feedback on the themes and the project overall. The session had approximately 300 attendees.

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The Division's Business Meeting was held at the conference hotel on Sunday April 27th at 7pm. The meeting had 8 attendees. The Chair, Vice Chair and Secretary / Treasurer were in attendance as was the Past Chair. The attendees are attached in Appendix E and the agenda are Attachment F and the meeting notes are Attachment G.

The Division staffed the booth on the conference floor this year on Sunday April 27th with Joseph Horwedel and Margo Wheeler.

The Division was a joint sponsor of a reception on Monday April 28th at the The Sidebar. Many Division members attended. Exact figures have not been received by the Division despite numerous requests of the organizers to share the sign in sheet information.

4. All Other Events/Programs

The Division helped organize a conference call / webinar on Airport Planning issues in conjunction with a consultant team working with the Transportation Research Board. The Division sent out eBlasts to solicit participants and the call had approximately 10 planners from across the country on the call.

The division participates in the Planning Webcast Series Consortium to offer to our members free CM credits for their AICP maintenance. We publicize the sessions through our eBlasts to the members.

The Division organized and participated in a number of events this past year:

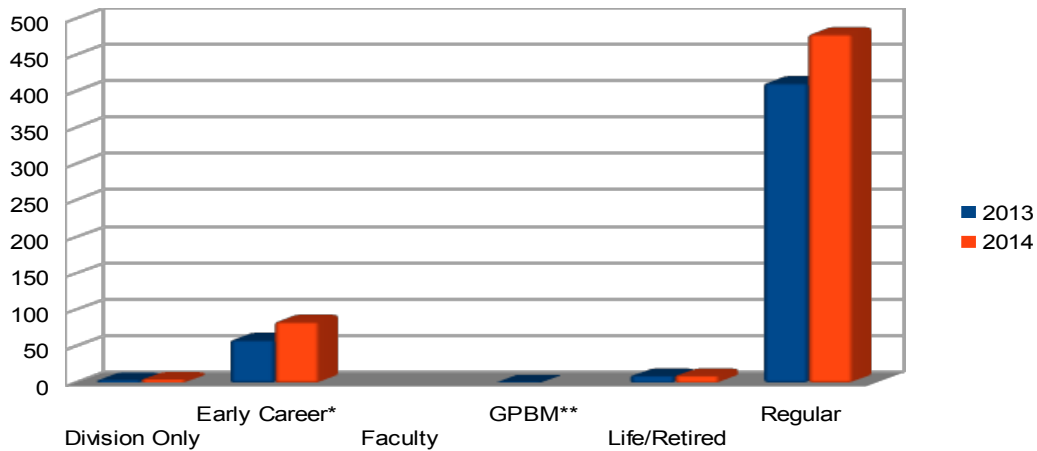
a. The Division helps fund the new Directors Institute each year. This current year we are also actively helping APA to retool the program to better align with the stated needs of members and also to align and not overlap with the Manager Institute. That work will be implemented for the 2015 NPC in Seattle. We also worked with APA to assess the faculty of the programs to better reflect the diversity of agencies and geography.

b. The Division Executive Board has scheduled monthly conference calls on the first Thursday afternoon / evening of the month. Some of these were canceled due scheduling conflicts. The Board uses the call to track our progress on initiatives, manage the budget and produce the newsletter and eBlasts.

5. Membership

The membership of the Division continues to be focused on regular members of the APA. The Division membership in 4th quarter 2013 was 486 of which 412 were regular members. In the 4th quarter of 2014 or membership was 578 of which 479 were regular members. These reflect an increase of 14% in our regular membership and a 16% increase in total membership.

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6. Division Assistance Programs

The Division help identify and organize a community planning effort in Augusta, GA. Vice Chair Charles Graves worked with the community to identify the project scope. The Division partnered with the AICP CPAT program to deliver the community assistance. The Division includes in our budget funds to assist with these types of efforts. The work was conducted during the year and was completed with a final report presented to the community by the team.

One result of this project was to start a conversation between the Division and the CPAT team on respective roles. This is an area to rethink one of the charges of the Division and how we support the larger CPAT work. We have promoted the CPAT project through our eBlasts and the Strategies Newsletter. It is a logical expansion of the Division and a better means to implement one of the charges of the Division to assist local communities with planning challenges.

The Division received a number of inquiries funneled from APA regarding questions from practicing planners. We provided information to the respondents. This was a new item for the Division as there has not been many such questions in the past several years.

Charles Graves has been a central point of contact with the City of Detroit as its leadership assesses its future direction and the role of planning. Several attempts have been made by APA office staff and Charles to formalize a CPAT type project but this has not progressed due to continued political discussions in Detroit as its emerges from bankruptcy.

The Division Chair has been heavily involved in the rethinking of the management and leadership programs offered by APA at the NPC. Following the Atlanta Conference, the Chair opened a conversation on the role of the Planning Directors Institute and the Division since the Division is a key financial partner in the training. That conversation and new leadership at APA opened the door to rethinking of the two training programs and creating of a marketing program that will better define the target audiences for each program, reassess the offerings and faculty.

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7. Research and Publications

The Division is the lead for the Planning Office of the Future Task Force. The division has been surveyed on several occasions on the topic. The Task Force is charged with assessing the planning and management models for small and large jurisdictions, examine how technology is changing management and service provision. The Division will assist as the task Force studies the core trends shaping the scope and direction of planning. The scope is looking out to five year horizon.

The Division also helped organize the involvement of practicing planners across the country to participate in a research project being led by the Transportation Research Board. This inquiry came through APA office staff in July 2014. They focused on improving communication and relationships between airports and their host communities. It will address the social, land use and economic impacts of the airport on the community and create a handbook to support the dialogue. The call occurred on September 25th following extensive conversations by phone and email between the Division Chair and the researcher to refine the scope and target audiences.

8. Elections

The Division conducted elections this year. There were only one candidate for each office position. There were 132 members that voted of the approximately 500 members. The elections was conducted by Margo Wheeler, the Election Committee Chair using Survey Monkey. The participation was substantially higher this election that previous elections. The results are attached as Appendix H.

9. Financial Report

The Division has worked to increase membership at conferences and professional events. Revenues and membership both increased this past year. The Division has talked about conducting paid webinars as a funding project but with revenues exceeding projections, we are focused on serving the members with low costs services rather than looking for more revenues and thus the need to find more ways to spend funding.

Our revenues and expenses are within our goals. We have budgeted low on revenues and higher on expenditures to minimize risks of running over budget. We consciously used reserves in our budgeting to prevent our balances from growing too large. Costs for travel did increase as the Chair retired and lost access to travel reimbursements from his city.

10. Bylaws

The Division has included in past years an update to the bylaws. We have held off scheduling the by laws for the membership review pending the work of the bylaws committee. We continue to raise the issue in our eBlasts and newsletter that changes will be coming to the members to vote on. We anticipate conducting the vote this upcoming FY. One change will be to formally create a past chair type position on the Executive Committee.

11. Divisions Council Meetings

The Chair Joseph Horwedel attended the Fall Leadership Meeting in Washington DC. He did not participate in the Federal Policy Briefing this year. He was a member of the membership and Communication Subcommittee as a member this past year.

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12. APA Development Plan

The Division supported Airports in the Region Initiative with the conference call and awareness through the eBlasts promoting the research project with the Transportation Research Board. The Division supported the Changing Face of America through the Planning Office of the Future Task Force surveys and research on changing demographics that affect the communities we serve as practicing planning professionals but also the changing face of the planners we hire in our communities. The Division has promoted the Food Systems Initiative through articles in the eBlasts and LinkedIn posts on access to healthy food and urban agriculture.

13. Division Challenges

Three of the four Division Executive Board had career changes this year that greatly complicated a number of the activities of the Division. Loss of email and files stored on work computers set back production of the Summer newsletter and disrupted the monthly conference calls. The lack of membership participation continued to vex the long term sustainability of the Division which is a concern when the next elections occur.

With the most recent career changes, no Board members are left in the prestigious Big City Planning Directors Program. Three of the board members were previously attending the program meetings in Boston yearly and were able to weave activities shared and learned in that setting into newsletter and eBlasts with the broader membership.

14. Shout it from the Mountains

The Division is supporting the work of the Planning Office of the Future and the results of that task Force should provide content for the Division in attracting members. The ability to take the content and also look at possible webinars and conference sessions to expand the work of the Division is exciting this year.

The major upheaval in Detroit is of interest to the Planning profession and the Division leadership has contacts in that community political structure that may allow APA to help rebuild this grand city. The ability to CPAT and other Division centric deep dives may be possible this year as their political situation stabilizes.

Appendixes:

- a. FY 2014 Work Plan with Approved Budget
- b. FY 2015 Work Plan with Proposed Budget
- c. FY 2014 Financial Report
- d. Updated bylaws (if applicable)
- e. Annual Business Meeting Attendees
- f. Annual Business Meeting Agenda
- g. Annual Meeting Minutes
- h. Election Results



Appendix B City Planning and Management Division FY 2014 Work Plan

Policy/Goal	Tasks	Actions	Parties Responsible	Budget
1. Division Administration	Monthly Division Leadership Phone Conferences	* Hold monthly conference calls to coordinate division business and assignments.	Joe Horwedel responsible for agenda preparation. All leadership responsible for participation and follow-up. Completion -Monthly	\$0.00
1. Division Administration	Financial Resources	* Maintain a balanced budget for FY2014 * Increase cash reserves through reducing expenditures and increasing division membership.	* Flinn Fagg to provide quarterly budget report. * Completion date: Quarterly. * See "Outreach" for membership enrollment goals.	\$0.00
1. Division Administration	APA Leadership Meetings	* Division Chair shall actively participate in the APA Leadership meetings and training sessions.	* Joe Horwedel to attend leadership meetings on behalf of the division.	\$3,000.00
1. Division Administration	CPM Division Bylaws	* Conduct an analysis of CPM bylaws and prepare updates as necessary.	* CPM leadership to conduct analysis; Flinn Fagg to prepare changes to submit to membership. * Completion date: December 2014	\$0.00
2. Communications	<i>Strategies</i> Newsletter	* Publish the <i>Strategies</i> newsletter twice per calendar year (Spring and Fall) * Flinn Fagg to provide design and layout services at no cost to the division; newsletter will be sent electronically to division members.	* Joe Horwedel to select an editor for the newsletter. * Completion date: December 2013 and May 2014.	\$0.00
2. Communications	Website Updates	* Review CPM Division website content for timeliness, value to division members.	* CPM leadership to review website materials; Flinn Fagg to coordinate with APA National on website content. * Completion date: Quarterly.	\$0.00
2. Communications	Division Member Survey	* Utilize electronic surveys to get feedback from division members on division activities, communications, and training opportunities.	* Joe Horwedel to prepare surveys; Flinn Fagg to email surveys to division membership. * Completion date: November 2013.	\$0.00

Policy/Goal	Tasks	Actions	Parties Responsible	Budget
2. Communications	E-blast Emails to Division Members	* Provide regular updates to division members through "e-blast" emails.	* Joe Horwedel to prepare and send emails. * Completion date: Monthly.	\$0.00
2. Communications	LinkedIn site administration	Provide regular content to the site to encourage member discussions of relevant topics	• Joe Horwedel to establish site • Exec Team to post relevant topics monthly	\$0.00
3. Education	New Directors Institute Sponsorship	* Sponsor costs of hosting New Directors Institute.	* Flinn Fagg to submit sponsorship amount to APA National.	\$2,500.00
3. Education	New Directors Institute Scholarships	* Provide two scholarships in the amount of \$250 to the New Directors Institute in April 2013.	* Joe Horwedel to establish application process. * CPM leadership to select recipients. * Completion date: February 2014	\$500.00
3. Education	Webinar Training	* Offer training opportunities for division membership through webinar sessions.	* Joe Horwedel to contact other divisions/chapters for partnerships on training webinars. * Completion date: September 2013.	\$200.00
3. Education	Annual Conference Sessions	* Sponsor a CPM by-right session on economic development and zoning. * Sponsor a facilitated CPM session related to managing a planning office	* Charles Graves to coordinate sessions and invite panel members. * Completion date: February 2014	\$0.00
3. Education	Support Planning Office of the Future Initiative	Present the initiative to the membership, solicit ideas and feedback.	Chair to write columns in eBlasts and newsletter.	\$0.00
4. Outreach Activities	Promote CPM Membership	* Increase enrollment in the division by 10% in FY 2014 through sending targeted invitations to planning directors.	* Joe Horwedel to prepare letters and recipient list. * Completion date: December 2013.	\$0.00
4. Outreach Activities	Coordination with State APA Chapters	* Promote the CPM Division through participation at chapter conferences where feasible. * Utilize division members to promote the division through newsletter/website articles.	* Joe Horwedel to prepare outreach plan to chapters; DPM leadership to assist in outreach. * Completion date: February 2014	\$0.00



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1. Division Administration	Financial Resources	* Maintain a balanced budget for FY2015 * Increase cash reserves through reducing expenditures and increasing division membership.	* Flinn Fagg to provide quarterly budget report. * Completion date: Quarterly. * See "Outreach" for membership enrollment goals.	\$0.00
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2. Communications	<i>Strategies</i> Newsletter	* Publish the <i>Strategies</i> newsletter twice per calendar year (Spring and Fall) * Flinn Fagg to provide design and layout services at no cost to the division; newsletter will be sent electronically to division members.	* Joe Horwedel to select an editor for the newsletter. * Completion date: December 2014 and June 2015.	\$0.00
2. Communications	Website Updates	* Review CPM Division website content for timeliness, value to division members.	* CPM leadership to review website materials; Flinn Fagg to coordinate with APA National on website content. * Completion date: Quarterly.	\$0.00
2. Communications	Division Member Survey	* Utilize electronic surveys to get feedback from division members on division activities, communications, and training opportunities.	* Joe Horwedel to prepare surveys; utilize mailchimp to distribute * Completion date: February 2015.	\$0.00

Policy /Goal	Tasks	Actions	Parties Responsible	Budget
2. Communications	E-blast Emails to Division Members	* Provide regular updates to division members through "e-blast" emails.	* Joe Horwedel to prepare and send emails. * Completion date: Monthly.	\$0.00
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3. Education	Annual Conference Sessions	* Sponsor a CPM by-right session. * Sponsor a facilitated CPM session.	* Charles Graves to coordinate sessions and invite panel members. * Completion date: April 2015	\$0.00
3. Education	Support Planning Office of the Future Initiative	Present the initiative to the membership, solicit ideas and feedback.	Chair to write columns in eBlasts and newsletter. Conduct surveys of members on relevant topics.	\$0.00
4. Outreach Activities	Promote CPM Membership	* Increase enrollment in the division by 10% in FY 2015 through sending targeted invitations to planning directors.	* Joe Horwedel to prepare letters and recipient list. * Completion date: February 2015.	\$0.00
4. Outreach Activities	Coordination with State APA Chapters	* Promote the CPM Division through participation at chapter conferences where feasible. * Utilize division members to promote the division through newsletter/website articles.	* Joe Horwedel to prepare outreach plan to chapters; CPM leadership to assist in outreach. * Completion date: February 2015	\$0.00

City Planning and Management Division
 FY2014 Financial Report (10/01/2013 - 09/30/2014)
 FY2015 Proposed Budget (10/01/2014 - 09/30/2015)

Appendix C

Type	Funds Available 10/01/13	Funds Available 09/30/14
Checking	\$7,018.66	\$10,310.23
Money Market	\$0.00	\$0.00
Other	\$0.00	\$0.00
TOTAL	\$7,018.66	\$10,310.23

REVENUE	Description	FY2014 Budget	FY2014 Actuals as of 09/30/2014		Proposed Budget FY2015
				Subtotal	REVENUE
Rebates	Q1 (and FY13 dues/grants)	\$1,280.00	\$2,175.25		\$1,300.00
	Q2	\$1,280.00	\$2,795.00		\$1,300.00
	Q3	\$1,280.00	\$1,515.75		\$1,300.00
	FY2012 Q3 (trf August)	\$1,280.00	\$1,819.00		\$1,300.00
	Rebate Revenue	\$5,120.00		\$8,305.00	\$5,200.00
[Add other Revenue categories in additional rows, as needed.]					
	Other Revenue	\$0.00		\$60.00	\$800.00
	TOTAL REVENUE	\$5,120.00		\$8,365.00	\$6,000.00

EXPENSES	Description	Amount	Subtotal	EXPENSES
Newsletter	Design	\$0.00	\$0.00	\$0.00
	Printing	\$0.00	\$0.00	\$0.00
	Handling	\$0.00	\$0.00	\$0.00
	Postage	\$0.00	\$0.00	\$0.00
	Newsletter Expense	\$0.00		\$0.00
Annual Business Meeting	Refreshments	\$0.00	\$0.00	\$0.00
	Printing	\$0.00	\$0.00	\$0.00
	Postage	\$0.00	\$0.00	\$0.00
	Other (Reception)	\$50.00	\$500.00	\$255.00
	Annual Meeting Expense	\$50.00		\$500.00
Travel - Division Chair	APA National Planning Conference	\$1,500.00	\$1,162.12	\$1,200.00
	APA Fall Leadership Meetings	\$1,000.00	\$761.31	\$1,000.00
	Other	\$0.00	\$0.00	\$0.00
	Travel Expense	\$2,500.00		\$1,923.43
Peer Review	CPAT expenses/support	\$0.00	\$0.00	\$500.00
New Directors Institute	Donation	\$2,500.00	\$2,500.00	\$2,500.00
New Directors Institute	Scholarships	\$500.00	\$0.00	\$500.00
Webcast	Training	\$150.00	\$150.00	\$245.00
Constant Contact - Email	Email Expense	\$400.00	\$0.00	\$400.00
	Other Expense	\$3,550.00		\$2,650.00
	TOTAL EXPENSES	\$6,100.00		\$5,073.43

Revenue over (under) Expenses for reporting period:	-980.00		\$3,291.57	-345.00
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Submitted by: Flinn Fagg, AICP
 Date: 11/14/14

CITY PLANNING AND MANAGEMENT DIVISION ANNUAL MEETING

Sunday, April 27, 2014

7:00 pm

Name	Organization	Email Address
Fagg, Flinn	City of Las Vegas	ffagg@lasvegasnevada.gov
Graham, Bob	Self-employed	basunburst@gmail.com
Graves, Charles	City of Cincinnati	Chas2215@msn.com
Healy-Keene, Susan	City of Beverly Hills	skeene@beverlyhills.org
Horwedel, Joe	Retired	johorwedel@aol.com
McCarthy, Ellen	Washington DC	ellen.mccarthy@dc.gov
Sherman, Steve	City of Tulsa	ssherman@cityoftulsa.org
Wheeler, Margo	City of Palm Springs	margo.wheeler@palmsproingca.gov



American Planning Association
**City Planning and
Management Division**

Making Great Communities Happen

2014 Annual Business Meeting
April 27, 2014 7pm
Marriott Marquis Hotel

Agenda

1. Introductions
2. New Officers
3. Review of FY 2013 Annual Report Results
4. Review of FY 2014 Work Plan
5. Review of FY 2014 Budget
6. Consideration and Adoption of FY 2015 Work Plan
7. Consideration and Adoption of FY 2015 Budget
8. New Business
9. Announcements
10. Adjourn

Division Conference Activities

Planning office of the Future Monday 1pm GWCC Ballroom 2
Reception Monday 7pm
Give Change a Chance Tuesday 7:30am GWCC Ballroom 1

**AGENDA: CITY PLANNING AND MANAGEMENT DIVISION
SUNDAY, APRIL 27, 2014
7:00 PM
Marriott Marquis Hotel
ATLANTA, GA**

ATTENDANCE

Flinn Fagg	Las Vegas, NV
Bob Graham	Albert Lea, MN
Charles Graves	Cincinnati, OH
Susan Healy-Keene	Beverly Hills, CA
Joe Horwedel	San Jose, CA
Ellen McCarthy	Washington, DC
Steve Sherman	Tulsa, OK
Margo Wheeler	Palm Springs, CA

MINUTES

- 1.0 Call to Order** – The meeting was called to order by Mr. Horwedel at 7:00 pm.
- 2.0 New Officers** – New officers, past officers, members and guests were introduced.
- 3.0 Review of FY 2013 Annual Report Results** – Mr. Horwedel provided a review of the FY 2013 annual report and accomplishments of the division.
- 4.0 Review of FY 2014 Work Plan** – Mr. Horwedel gave a status update of accomplishments achieved to date from the FY 2014 work plan. Mr. Graves discussed recent CPAT efforts in Augusta, Georgia; concerns were discussed about involvement from APA and the division in future CPAT efforts.
- 5.0 Review of FY 2014 Budget** – Mr. Fagg provided a status report on the budget for the current fiscal year, and noted that revenues were running higher than anticipated.
- 6.0 Consideration and Adoption of FY 2015 Work Plan** – Mr. Horwedel presented the proposed work plan for FY 2015.

MOTION: Mr. Graves MOVED to approve the proposed work plan. Ms. Healy-Keene seconded the motion, which passed unanimously.

- 7.0 Consideration and Adoption of FY 2015 Budget** – Mr. Horwedel outlined the proposed budget for FY 2015, noting minor changes from the previous year's budget.

MOTION: Mr. Graham MOVED to approve the budget as presented. Mr. Graves seconded the motion, which passed unanimously.

8.0 New Business – The following topics were discussed:

- Division-sponsored conference sessions and topics for future conferences;
- Division presence at the national conference; and
- Newsletter topics and schedule.

9.0 Adjournment – The meeting adjourned at 8:00 pm.



American Planning Association
**City Planning and
Management Division**

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City Planning & Management Division 2014 Election Results

132 Responses
January 11, 2014

Division Chair

Choice	Count	Percentage of Sample Answering
Joseph Horwedel, AICP	122	100.0%

Division Vice Chair

Choice	Count	Percentage of Sample Answering
Charles C. Graves, III	118	100.0%

Division Secretary/Treasurer

Choice	Count	Percentage of Sample Answering
Flinn Fagg, AICP	119	100.0%